

MEMORANDUM FOR: Deputy Director of Central Intelligence

THRU: Deputy Director (Administration)
Deputy Director of Central Intelligence

REFERENCE: Memorandum to the Acting DCI from the Acting Deputy
Director (Administration), dated 3 September 1954,
Subject: Withdrawal of 27 Positions from the
Directors Reserve

SUBJECT:

1. PROBLEM:

How can the Agency best meet the continuing need for a reservoir of
civilian ceiling positions in the face of a diminishing Director's
Reserve?

2. FACTS BEARING ON THE PROBLEM:

a. Three methods are now used to satisfy requested ceiling increases. These
are:

- (1) Agency ceiling increases not involving the Director's Reserve.
- (2) Agency ceiling increases through withdrawal from the Director's
Reserve.
- (3) Intra-Agency ceiling transfers.
- (4) Withdrawals from the DD/A or the DD/P ceiling reserves.

b. No uniform criteria for use of the above four mechanisms currently exist.

c. Records on the Director's Reserve are kept by the Comptroller while
records on all other ceiling allocations are kept by the Office of Per-
sonnel. The Director's Reserve is not budgeted for specifically. This
creates confusion and results in monthly ceiling statistics which do not
include the Director's Reserve.

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2 - Ad Pers
1 - Comp
1 - Dir of Trng
2 - dci
2 - Hyml
1 - Chrono

*administer to
ceiling control.*

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Additional details are contained in Tab B.

- f. Tab C presents the relationship between civilian ceilings and civilians on duty and subject to ceiling for the past eleven months. Increases during these months have been slight. Although ceiling and strength relationships have been fairly constant, ceilings have been increasing slightly while civilians on duty have been decreasing slightly.

3. DISCUSSION:

- 25X9A2 a. During August, 1954, of the total Agency ceiling was unused. The Office of Personnel is currently recruiting and processing on a double slotting basis where warranted by attrition experience. Thus, this unused ceiling exists largely because of the following factors:
- (1) Reserved ceiling vacancies for recruitment of clericals, technicians, overseas returnees, and other scarce categories of personnel.

(2) Unanticipated attrition.

(3) Ceiling surplus to immediate need.

Attrition is currently running about of Agency strength per month.

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Assuming a processing and recruitment attrition of and a recruitment and processing time lag of 5 months, the Agency needs the equivalent of

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25X9A2 about of its ceiling in process and on recruitment requisition at any given time. Thus, for August, this would indicate that Personnel should have been recruiting and processing a total of whereas they

25X9A2 were handling an actual total of . It may be concluded that, in terms of an Agency total, Personnel is properly providing for replenishment.

- b. Assuming that the budgetary mechanism reckons adequately with average employment, a personnel ceiling exists for the purpose of limiting the maximum number of persons assigned for accomplishing specific objectives.

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7 This assumption militates against including in ceiling tabulations categories such as LWOP's, IAB's, JOT's, Career Development Designees, and Junior Career Development Designees because of their unavailability for regular work assignments. Thus, there were as of 31 August 1954,

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☐ ceiling allocations not available for regular production. This distorts our ceiling and manpower control mechanism because these positions cannot be related to workload. Limitations on these categories of positions could be achieved through budgetary controls. Additionally, T/O slots for such persons are, in many cases, meaningless. The individuals concerned could be paid without a T/O slot, provided the proper allotment accounts are shown on all personnel actions.

- c. In addition to the ^{2.d.} 31 positions in the Director's Reserve, cited in paragraph 2a above there were, as of 31 August 1954, 6 DD/A and 8 DD/P ceiling slots designated as "other" on the Monthly Personnel Report. It would make for better ceiling accounting if all reserves were in one location.
- d. A review of the gradual ceiling increases in Tab A together with reasons for these increases indicated⁵ that the total Agency ceiling is not as firm as it could be; that the Director has been approached altogether too frequently for small increases; and that we need to introduce into our ceiling concept a better contingency device. This could be achieved by eliminating all reserves, especially the Director's Reserve, and providing within the total Agency ceiling a contingency cushion to be administered by the DD/A.. Upon depletion of this cushion, the situation should be re-examined ~~and~~ by the Management Staff and appropriate recommendations submitted.

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What Ceiling?
- e. In order to effectively analyze manpower utilization, T/O's should equal ceiling. Otherwise, inequities exist and analyses of recruitment and processing efforts are made more difficult. Additionally, T/O's which exclude military personnel are misleading. It therefore seems desirable to have T/O's equal combined ceilings and to identify separately on these T/O's both civilians and military. Offices having T/O slots in excess of ceiling should be advised to accelerate action leading to cutbacks of T/O. Following this, Agency Regulation should be revised so as to abolish any distinctions between T/O slots and ceiling slots.

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4. CONCLUSIONS:

- a. Persons on leave without pay, Career Development Designees, Junior Career Development Designees, Junior Officer Trainees, and those assigned to the Interim Assignment Branch of Personnel should not be charged against T/O slots or ceiling slots.
 - b. The Director's Reserve together with DD/A and DD/P Reserves should be eliminated as separate entities and provisions made for ceiling increases from one central source.
 - c. The total Agency ceiling should be determined and controlled by the Director; and one Agency ceiling reserve should be established under the DD/A to satisfy ceiling increases which, in the judgement of the DD/A, do not warrant the Director's prior approval.
 - d. Evidence as to ratio of ceiling vacancies to ceiling allocated (paragraph 2e above), while by no means conclusive, ^{does not} indicate ~~that~~ ceilings ^{inequities among} of major operating components, ~~are equitable.~~
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- e. Each Agency operating component should have a T/O which matches its combined civilian and military ceilings; and provisions should be made on the T/O for separate identification of these two categories. The old terminology pertaining to T/O's and ceilings should be dropped in favor of new designations such as "Manning Tables" and "manpower authorizations." These revisions, if approved, should be promulgated in Agency Regulations at an early date.

5. RECOMMENDATIONS:

It is recommended that:

- a. The Agency's system of personnel accounting be revised to exclude the following categories from T/O and ceiling:
- (1) Those carried in a "Leave Without Pay" status by the Office of Personnel,
 - (2) Those in the Interim Assignment Branch of the Office of Personnel,
 - (3) Junior Officer Trainees,
 - (4) Junior Career Development Designees, and
 - (5) Career Development Designees.
- b. The Director's Reserve and the DD/A and DD/P Reserves be abolished in favor of an Agency Ceiling Reserve to be administered by the DD/A.
- c. The Director establish a firm Agency ceiling subject to revision by the Director only.
- d. The new Agency ceiling be made to equal the old ceiling by:
- (1) Transferring to the Agency Reserve all ceiling currently allocated to IAB's, JOT's, JCD's, CD's, the DD/A Reserve and the DD/P Reserve.
 - (2) Eliminating the Director's Reserve.
 - (3) Approval of ~~the result of (1) and (2) above as set forth in~~ *the new ceiling outlined in* Tab D.

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- e. Tables of Organization of Agency components be adjusted to equal the combined military and civilian ceiling, identifying the two categories separately.
- f. Agency Tables of Organization and personnel ceilings be designated henceforth as "Manning Tables"; and that each individual position thereon be referred to as a "manpower authorization."

Chief, Management Staff

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ANNEXES:

Tab A
Tab B
Tab C
Tab D

CONCURRENCES:

Assistant Director for Personnel

Date: _____

Comptroller

Date: _____

Director of Training

Date: _____

APPROVED (DISAPPROVED):

Date: _____

Director of Central Intelligence Agency

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